

**Los Angeles County
Board of Supervisors**

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313 N. Figueroa Street, Suite 912
Los Angeles, CA 90012

Tel: (213) 240-8101
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www.dhs.lacounty.gov

*To ensure access to high-quality,
patient-centered, cost-effective
health care to Los Angeles County
residents through direct services at
DHS facilities and through
collaboration with community and
university partners.*



www.dhs.lacounty.gov

May 24, 2011

TO: Each Supervisor

FROM:  Mitchell H. Katz, M.D.
Director

SUBJECT: **STATUS REPORT ON KEY INDICATORS OF PROGRESS,
HOSPITAL OPERATIONS, AND OTHER ISSUES RELATED
TO THE TRANSITION TO THE NEW LAC+USC MEDICAL
CENTER – PROGRESS REPORT #56 (Agenda Item #S-1,
May 24, 2011)**

This is to provide your Board with the bi-monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This report is the full monthly operational report with trends to include the month of April 2011.

Census Trending (ADC includes Psychiatric & Newborn Patients)

The Average Daily Census (ADC) for the month of April was 577 out of 671 licensed beds, an estimated 84% utilization rate (86% occupancy). The census for Medical/Surgical units was an estimated 97% utilization rate (99% occupancy) for April 2011.

Emergency Department (ED) Indicators

Attachment #1 demonstrates decreases in key indicators such as the ED Wait Time, Average Length of Stay (ALOS) and the Crowding Level Comparison.

The ED Boarding Time and Left Without Being Seen (LWBS) indicators remained relatively stable during this period. The number of patients transferred out this period is 3% more than March 2011.

The "Dangerously Overcrowded" Level Comparison is 8% for this period, which represents the lowest level since December 2010 and a 55% decrease from last month. The primary factor contributing to this improvement is the full implementation of the "non-resident model" in one area of ED. This model does not involve any training of medical residents as part of the care, so patients can be processed more quickly,

If you have any questions or need additional information please contact me or Pete Delgado, LAC+USC Chief Executive Officer at (323) 409-2800.

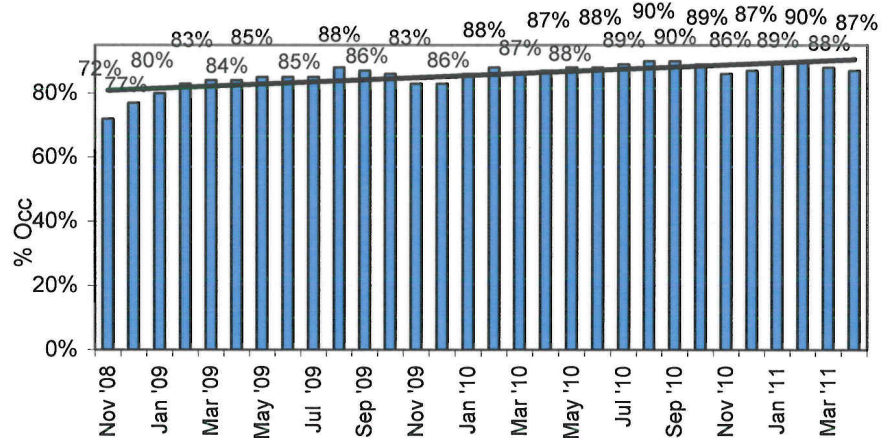
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Attachments

c: Chief Executive Office
County Counsel
Executive Office, Board of Supervisors

LAC+USC Medical Center
Operational Monitoring Report
Reporting Period – April 2011

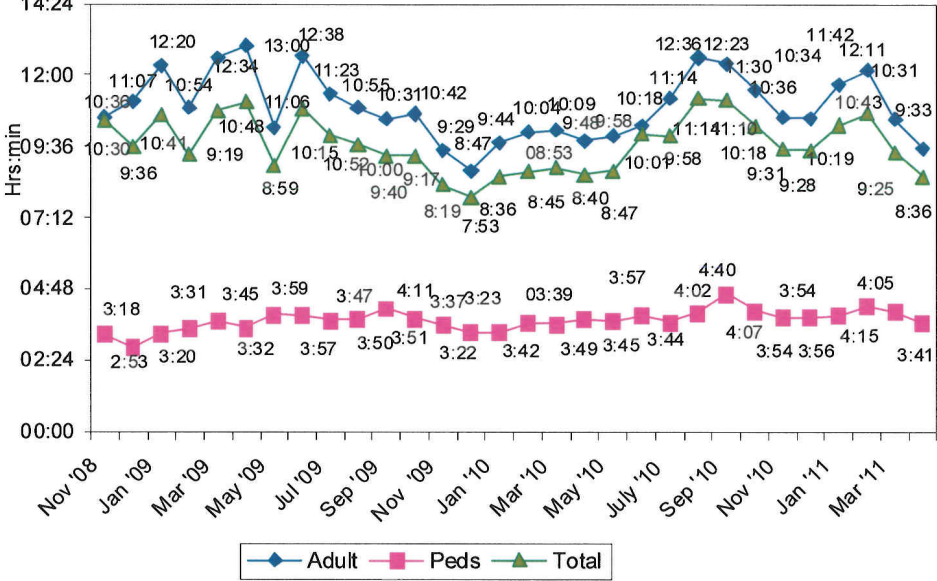
Indicator	Definition	Data	Comments																																																																																
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics																																																																																			
1a. Average Daily Census (ADC)	<p>ADC: A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean.</p> <p>Calculation: Total number of admitted inpatients at 12:00 AM midnight daily, summed over the month and divided by the total number of days in the month.</p> <p>Source of Data: Affinity</p>	<div><p>ADC</p><table><thead><tr><th>Month</th><th>ADC</th></tr></thead><tbody><tr><td>Oct '06</td><td>637</td></tr><tr><td>Nov '06</td><td>598</td></tr><tr><td>Dec '06</td><td>623</td></tr><tr><td>Jan '07</td><td>612</td></tr><tr><td>Feb '07</td><td>605</td></tr><tr><td>Mar '07</td><td>625.5</td></tr><tr><td>Apr '07</td><td>623</td></tr><tr><td>May '07</td><td>590</td></tr><tr><td>Jun '07</td><td>609</td></tr><tr><td>Jul '07</td><td>605</td></tr><tr><td>Aug '07</td><td>583</td></tr><tr><td>Sep '07</td><td>611</td></tr><tr><td>Oct '07</td><td>578</td></tr><tr><td>Nov '07</td><td>596</td></tr><tr><td>Dec '07</td><td>491</td></tr><tr><td>Jan '08</td><td>551</td></tr><tr><td>Feb '08</td><td>563</td></tr><tr><td>Mar '08</td><td>577</td></tr><tr><td>Apr '08</td><td>572</td></tr><tr><td>May '08</td><td>573</td></tr><tr><td>Jun '08</td><td>589</td></tr><tr><td>Jul '08</td><td>581</td></tr><tr><td>Aug '08</td><td>567</td></tr><tr><td>Sep '08</td><td>559</td></tr><tr><td>Oct '08</td><td>578</td></tr><tr><td>Nov '08</td><td>592</td></tr><tr><td>Dec '08</td><td>586</td></tr><tr><td>Jan '09</td><td>588</td></tr><tr><td>Feb '09</td><td>595</td></tr><tr><td>Mar '09</td><td>592</td></tr><tr><td>Apr '09</td><td>596</td></tr><tr><td>May '09</td><td>604</td></tr><tr><td>Jun '09</td><td>598</td></tr><tr><td>Jul '09</td><td>596</td></tr><tr><td>Aug '09</td><td>581</td></tr><tr><td>Sep '09</td><td>593</td></tr><tr><td>Oct '09</td><td>600</td></tr><tr><td>Nov '09</td><td>586</td></tr><tr><td>Dec '09</td><td>577</td></tr></tbody></table></div> <p>Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.</p> <td>ADC provided as background information.</td>	Month	ADC	Oct '06	637	Nov '06	598	Dec '06	623	Jan '07	612	Feb '07	605	Mar '07	625.5	Apr '07	623	May '07	590	Jun '07	609	Jul '07	605	Aug '07	583	Sep '07	611	Oct '07	578	Nov '07	596	Dec '07	491	Jan '08	551	Feb '08	563	Mar '08	577	Apr '08	572	May '08	573	Jun '08	589	Jul '08	581	Aug '08	567	Sep '08	559	Oct '08	578	Nov '08	592	Dec '08	586	Jan '09	588	Feb '09	595	Mar '09	592	Apr '09	596	May '09	604	Jun '09	598	Jul '09	596	Aug '09	581	Sep '09	593	Oct '09	600	Nov '09	586	Dec '09	577	ADC provided as background information.
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1b. Occupancy Rate LAC+USC Medical Center	<p>Definition: A measure of the usage of the licensed beds during the reporting period that is derived by dividing the patient days in the reporting period by the licensed bed days in the reporting period.</p> <p>Calculation: The total number of admitted inpatients at 12:00 AM midnight, including women in labor, may include normal newborns and psychiatric inpatients divided by licensed or budgeted beds.</p> <p>Source of Data: Affinity</p> <p>Target: 95%</p>	<p>1. Medical Center Licensed Occupancy Rate (excluding Newborns) = Med Center Census – Newborns / 600</p>  <table><caption>Medical Center Licensed Occupancy Rate (excluding Newborns)</caption><thead><tr><th>Month</th><th>% Occ</th></tr></thead><tbody><tr><td>Nov '08</td><td>77%</td></tr><tr><td>Dec '08</td><td>80%</td></tr><tr><td>Jan '09</td><td>83%</td></tr><tr><td>Feb '09</td><td>84%</td></tr><tr><td>Mar '09</td><td>85%</td></tr><tr><td>Apr '09</td><td>85%</td></tr><tr><td>May '09</td><td>85%</td></tr><tr><td>Jun '09</td><td>88%</td></tr><tr><td>Jul '09</td><td>86%</td></tr><tr><td>Aug '09</td><td>83%</td></tr><tr><td>Sep '09</td><td>86%</td></tr><tr><td>Oct '09</td><td>86%</td></tr><tr><td>Nov '09</td><td>88%</td></tr><tr><td>Dec '09</td><td>87%</td></tr><tr><td>Jan '10</td><td>88%</td></tr><tr><td>Feb '10</td><td>87%</td></tr><tr><td>Mar '10</td><td>88%</td></tr><tr><td>Apr '10</td><td>89%</td></tr><tr><td>May '10</td><td>90%</td></tr><tr><td>Jun '10</td><td>89%</td></tr><tr><td>Jul '10</td><td>90%</td></tr><tr><td>Aug '10</td><td>89%</td></tr><tr><td>Sep '10</td><td>87%</td></tr><tr><td>Oct '10</td><td>90%</td></tr><tr><td>Nov '10</td><td>86%</td></tr><tr><td>Dec '10</td><td>89%</td></tr><tr><td>Jan '11</td><td>90%</td></tr><tr><td>Feb '11</td><td>88%</td></tr><tr><td>Mar '11</td><td>87%</td></tr></tbody></table> <p>2. Medical Center Licensed Occupancy Rate (including Newborns)</p>	Month	% Occ	Nov '08	77%	Dec '08	80%	Jan '09	83%	Feb '09	84%	Mar '09	85%	Apr '09	85%	May '09	85%	Jun '09	88%	Jul '09	86%	Aug '09	83%	Sep '09	86%	Oct '09	86%	Nov '09	88%	Dec '09	87%	Jan '10	88%	Feb '10	87%	Mar '10	88%	Apr '10	89%	May '10	90%	Jun '10	89%	Jul '10	90%	Aug '10	89%	Sep '10	87%	Oct '10	90%	Nov '10	86%	Dec '10	89%	Jan '11	90%	Feb '11	88%	Mar '11	87%	<p>For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.</p>
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Indicator	Definition	Data	Comments
<p>2a.</p> <p>Median Emergency Department Boarding Time (EDBT)</p> <p>*Harris Rodde Indicator</p>	<p>Boarding Time: Time from MD Admit time (effective date and time of pre-admit) to time the patient actually leaves the ED en route to assigned bed (effective date and time of the ED disposition).</p> <p>Calculation: The middle value in the set of individual boarding times for the month arranged in increasing order. If there is an even number of values, then the median is the average of the middle two values.</p> <p>Source of Data: Affinity</p> <p>Target: Less than 7 hours.</p>	<p style="text-align: center;">Median EDBT</p> <p>Time (hr:min)</p> <p>Legend: Adult, Peds, Total</p> <p>April '11 data is Preliminary data</p>	

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		<div><p>Median Boarding Time (Adult)*</p><table><tr><th>Date</th><th>Median Boarding Time (hrs:min)</th></tr><tr><td>Oct '06</td><td>4:34</td></tr><tr><td>Jan '07</td><td>5:21</td></tr><tr><td>Apr '07</td><td>3:37</td></tr><tr><td>Jul '07</td><td>3:43</td></tr><tr><td>Oct '07</td><td>3:43</td></tr><tr><td>Jan '08</td><td>3:44</td></tr><tr><td>Apr '08</td><td>5:00</td></tr><tr><td>Jul '08</td><td>5:00</td></tr><tr><td>Oct '08</td><td>4:25</td></tr><tr><td>Jan '09</td><td>3:09</td></tr><tr><td>Apr '09</td><td>3:45</td></tr><tr><td>Jul '09</td><td>3:40</td></tr><tr><td>Oct '09</td><td>4:46</td></tr><tr><td>Jan '10</td><td>4:26</td></tr><tr><td>Apr '10</td><td>3:21</td></tr><tr><td>Jul '10</td><td>2:43</td></tr><tr><td>Oct '10</td><td>4:00</td></tr><tr><td>Jan '11</td><td>2:35</td></tr><tr><td>Apr '11</td><td>2:42</td></tr><tr><td>Jul '11</td><td>4:58</td></tr><tr><td>Oct '11</td><td>5:18</td></tr><tr><td>Jan '12</td><td>5:22</td></tr><tr><td>Apr '12</td><td>6:06</td></tr><tr><td>Jul '12</td><td>7:43</td></tr><tr><td>Oct '12</td><td>04:34</td></tr><tr><td>Jan '13</td><td>3:54</td></tr><tr><td>Apr '13</td><td>5:00</td></tr><tr><td>Jul '13</td><td>5:37</td></tr><tr><td>Oct '13</td><td>5:13</td></tr><tr><td>Jan '14</td><td>5:37</td></tr><tr><td>Apr '14</td><td>4:36</td></tr><tr><td>Jul '14</td><td>4:02</td></tr><tr><td>Oct '14</td><td>4:02</td></tr><tr><td>Jan '15</td><td>5:55</td></tr><tr><td>Apr '15</td><td>5:30</td></tr><tr><td>Jul '15</td><td>6:47</td></tr><tr><td>Oct '15</td><td>6:04</td></tr><tr><td>Jan '16</td><td>6:28</td></tr><tr><td>Apr '16</td><td>6:44</td></tr><tr><td>Jul '16</td><td>10:26</td></tr><tr><td>Oct '16</td><td>11:28</td></tr><tr><td>Jan '17</td><td>7:57</td></tr><tr><td>Apr '17</td><td>6:17</td></tr><tr><td>Jul '17</td><td>6:39</td></tr><tr><td>Oct '17</td><td>9:37</td></tr><tr><td>Jan '18</td><td>11:02</td></tr><tr><td>Apr '18</td><td>7:30</td></tr><tr><td>Jul '18</td><td>7:14</td></tr></table></div> <p>April '11 data is Preliminary data</p>	Date	Median Boarding Time (hrs:min)	Oct '06	4:34	Jan '07	5:21	Apr '07	3:37	Jul '07	3:43	Oct '07	3:43	Jan '08	3:44	Apr '08	5:00	Jul '08	5:00	Oct '08	4:25	Jan '09	3:09	Apr '09	3:45	Jul '09	3:40	Oct '09	4:46	Jan '10	4:26	Apr '10	3:21	Jul '10	2:43	Oct '10	4:00	Jan '11	2:35	Apr '11	2:42	Jul '11	4:58	Oct '11	5:18	Jan '12	5:22	Apr '12	6:06	Jul '12	7:43	Oct '12	04:34	Jan '13	3:54	Apr '13	5:00	Jul '13	5:37	Oct '13	5:13	Jan '14	5:37	Apr '14	4:36	Jul '14	4:02	Oct '14	4:02	Jan '15	5:55	Apr '15	5:30	Jul '15	6:47	Oct '15	6:04	Jan '16	6:28	Apr '16	6:44	Jul '16	10:26	Oct '16	11:28	Jan '17	7:57	Apr '17	6:17	Jul '17	6:39	Oct '17	9:37	Jan '18	11:02	Apr '18	7:30	Jul '18	7:14	
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Indicator	Definition	Data	Comments
<p>2b.</p> <p>ED Wait Time</p>	<p>ED Wait Time: Measured from time patient is triaged to time patient is either admitted or discharged reported as an arithmetic mean.</p> <p>Definition: Sum of all wait time values during the monthly reporting period divided by the total number of values.</p> <p>Source of Data: Affinity</p> <p>Target: No target value. Lower numbers are better.</p>	<p style="text-align: center;">Average ED Wait Time</p>  <p>Adult Wait Time : *Excludes Psych, Pediatric, Observation Unit, and Jail patients</p> <p>Total ED Wait time: *Excludes Psych, Observation Unit, and Jail</p> <p>April '11 data is Preliminary data</p>	
Indicator #2 - Emergency Department Metrics			

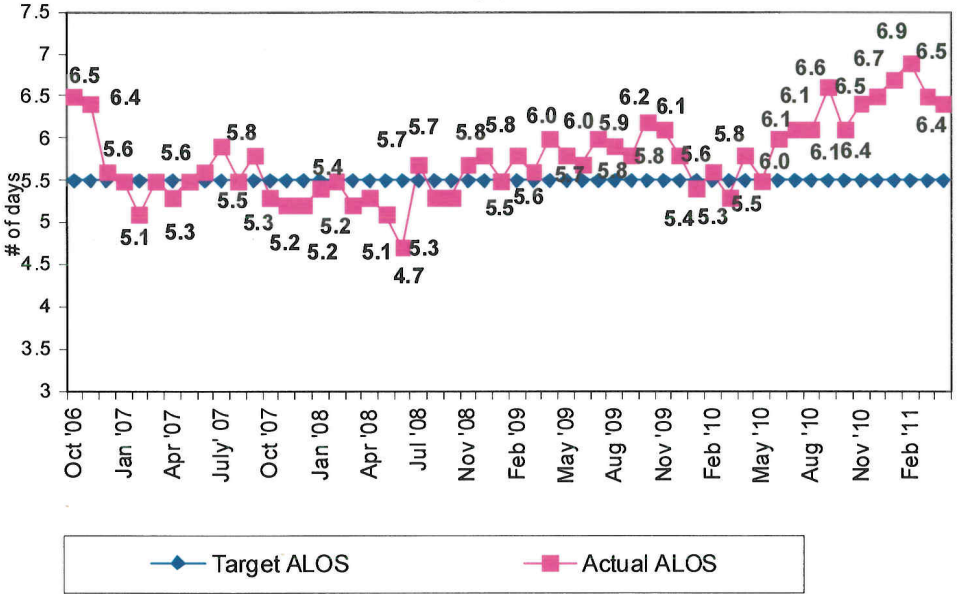
Indicator	Definition	Data	Comments
<p>2c.</p> <p>Left Without Being Seen (LWBS)</p> <p>*Harris Rodde Indicator</p>	<p>LWBS: The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits.</p> <p>Calculation: The total number of patients who left the ED without being seen divided by the total number of ED patient visits on a monthly basis.</p> <p>Source of Data: Affinity</p> <p>Target: No target value. Lower numbers are better.</p>	<p style="text-align: center;">Left Without Being Seen</p> <p style="text-align: center;">April '11 data is Preliminary data</p>	
Indicator #2 - Emergency Department Metrics			

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2d. ED Diversion	<p>ED Diversion: A percentage measure of the time the ED diverts ambulance traffic away from the ED, reported as a function of the reason for diversion on a monthly basis.</p> <p>Calculation: The total number of hours of ED diversion for a specific reason divided by the total number of available hours in a month.</p> <p>Source of Data: ReddiNet</p>	<p style="text-align: center;">Diversion of ALS Units due to ED Saturation</p> <table border="1"><thead><tr><th>Month</th><th>% on Diversion</th></tr></thead><tbody><tr><td>Oct '06</td><td>49</td></tr><tr><td>Nov '06</td><td>42</td></tr><tr><td>Dec '06</td><td>31</td></tr><tr><td>Jan '07</td><td>38</td></tr><tr><td>Feb '07</td><td>45</td></tr><tr><td>Mar '07</td><td>42</td></tr><tr><td>Apr '07</td><td>38</td></tr><tr><td>May '07</td><td>31</td></tr><tr><td>Jun '07</td><td>32</td></tr><tr><td>Jul '07</td><td>34</td></tr><tr><td>Aug '07</td><td>28</td></tr><tr><td>Sep '07</td><td>36</td></tr><tr><td>Oct '07</td><td>22</td></tr><tr><td>Nov '07</td><td>21</td></tr><tr><td>Dec '07</td><td>25</td></tr><tr><td>Jan '08</td><td>52</td></tr><tr><td>Feb '08</td><td>51</td></tr><tr><td>Mar '08</td><td>51</td></tr><tr><td>Apr '08</td><td>30</td></tr><tr><td>May '08</td><td>23</td></tr><tr><td>Jun '08</td><td>25</td></tr><tr><td>Jul '08</td><td>42</td></tr><tr><td>Aug '08</td><td>50</td></tr><tr><td>Sep '08</td><td>51</td></tr><tr><td>Oct '08</td><td>50</td></tr><tr><td>Nov '08</td><td>150</td></tr><tr><td>Dec '08</td><td>40</td></tr><tr><td>Jan '09</td><td>58</td></tr><tr><td>Feb '09</td><td>52</td></tr><tr><td>Mar '09</td><td>55</td></tr><tr><td>Apr '09</td><td>58</td></tr><tr><td>May '09</td><td>35</td></tr><tr><td>Jun '09</td><td>35</td></tr><tr><td>Jul '09</td><td>63</td></tr><tr><td>Aug '09</td><td>52</td></tr><tr><td>Sep '09</td><td>51</td></tr><tr><td>Oct '09</td><td>59</td></tr><tr><td>Nov '09</td><td>41</td></tr><tr><td>Dec '09</td><td>43</td></tr><tr><td>Jan '10</td><td>60</td></tr><tr><td>Feb '10</td><td>55</td></tr><tr><td>Mar '10</td><td>61</td></tr><tr><td>Apr '10</td><td>59</td></tr><tr><td>May '10</td><td>59</td></tr><tr><td>Jun '10</td><td>69</td></tr><tr><td>Jul '10</td><td>75</td></tr><tr><td>Aug '10</td><td>81</td></tr><tr><td>Sep '10</td><td>72</td></tr><tr><td>Oct '10</td><td>53</td></tr><tr><td>Nov '10</td><td>62</td></tr><tr><td>Dec '10</td><td>79</td></tr><tr><td>Jan '11</td><td>77</td></tr><tr><td>Feb '11</td><td>74</td></tr><tr><td>Mar '11</td><td>63</td></tr></tbody></table>	Month	% on Diversion	Oct '06	49	Nov '06	42	Dec '06	31	Jan '07	38	Feb '07	45	Mar '07	42	Apr '07	38	May '07	31	Jun '07	32	Jul '07	34	Aug '07	28	Sep '07	36	Oct '07	22	Nov '07	21	Dec '07	25	Jan '08	52	Feb '08	51	Mar '08	51	Apr '08	30	May '08	23	Jun '08	25	Jul '08	42	Aug '08	50	Sep '08	51	Oct '08	50	Nov '08	150	Dec '08	40	Jan '09	58	Feb '09	52	Mar '09	55	Apr '09	58	May '09	35	Jun '09	35	Jul '09	63	Aug '09	52	Sep '09	51	Oct '09	59	Nov '09	41	Dec '09	43	Jan '10	60	Feb '10	55	Mar '10	61	Apr '10	59	May '10	59	Jun '10	69	Jul '10	75	Aug '10	81	Sep '10	72	Oct '10	53	Nov '10	62	Dec '10	79	Jan '11	77	Feb '11	74	Mar '11	63	<p>This is slightly lower than the before move diversion history which generally ranged between 50-60%.</p> <p>Key points:</p> <ul style="list-style-type: none">-- Diversion is for paramedic runs only; Basic Life Support ambulances still arrive.-- When diversion is requested but all hospitals in the area are on diversion, patients go to the closest hospital. Therefore, ambulances often arrive while "on diversion".
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2e. Surge Report		<p style="text-align: center;">Crowding Level Comparison</p> <div style="display: flex; justify-content: space-around; font-weight: bold;"> New Facility Surge Plan Suspended New Facility Surge Plan Operational </div> <p style="text-align: center;">% Distribution</p> <p style="text-align: center;">12/08 1/09 2/09 3/09 4/09 5/09 6/09 7/09 8/09 9/09 10/09 11/09 12/09 1/10 2/10 3/10 4/10 5/10 6/10 7/10 8/10 9/10 10/10 11/10 12/10 1/11 2/11 3/11 4/11</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px; display: flex; flex-wrap: wrap;"> <div style="margin-right: 10px;"> Dangerously OC </div> <div style="margin-right: 10px;"> Severely OC </div> <div style="margin-right: 10px;"> OverCrowded </div> <div style="margin-right: 10px;"> Extremely Busy </div> <div style="margin-right: 10px;"> Busy </div> <div> Not Busy </div> </div>	
Indicator #3 – Trends for Patient Diversions and Transfers & #4 – Transfers to Rancho Los Amigos Metrics			

Indicator	Definition	Data	Comments		
3. & 4. Rancho Los Amigos Hospital (RLAH) Transfers	Transfers: The volume of patients transferred to RLAH for acute hospitalization from the Emergency Department and from Inpatient Units. Data Source: Manual record keeping. Cancelled category includes patients whose condition changed leading to higher level of care or discharge home.	<u>Month of April '11</u>			
		<u>Referrals from ER:</u>			
			Med/Surg	Acute Stroke	Total
		# Met transfer criteria	43	NA	-
		# Referred to RLAH	41	27	68
		# Transfers	40	27	67
		# Denied	1	NA	-
		# Cancelled	2*	NA	-
		# Patients refused*	0	NA	-
		<u>Referrals from Inpatients:</u>			
	Med/Surg	Acute Stroke	Total		
# Met transfer criteria	13	NA	-		
# Referred to RLAH	12	6	18		
# Transfers	11	6	17		
# Denied	1	NA	-		
# Cancelled	1*	NA	-		
# Patients refused*	0	NA	-		
Other /Pending	0	NA	-		

Indicator	Definition	Data	Comments																																																																																																																																																																														
		<div><div><p>Rancho Med Surg Transfers Workload</p><table><thead><tr><th>Month</th><th>ER</th><th>Inpt</th></tr></thead><tbody><tr><td>Nov '08</td><td>8</td><td>27</td></tr><tr><td>Dec '08</td><td>10</td><td>28</td></tr><tr><td>Jan '09</td><td>26</td><td>29</td></tr><tr><td>Feb '09</td><td>32</td><td>26</td></tr><tr><td>Mar '09</td><td>27</td><td>24</td></tr><tr><td>Apr '09</td><td>34</td><td>27</td></tr><tr><td>May '09</td><td>27</td><td>24</td></tr><tr><td>Jun '09</td><td>54</td><td>14</td></tr><tr><td>Jul '09</td><td>59</td><td>24</td></tr><tr><td>Aug '09</td><td>49</td><td>26</td></tr><tr><td>Sep '09</td><td>52</td><td>25</td></tr><tr><td>Oct '09</td><td>39</td><td>25</td></tr><tr><td>Nov '09</td><td>50</td><td>18</td></tr><tr><td>Dec '09</td><td>52</td><td>20</td></tr><tr><td>Jan '10</td><td>33</td><td>24</td></tr><tr><td>Feb '10</td><td>36</td><td>24</td></tr><tr><td>Mar '10</td><td>49</td><td>16</td></tr><tr><td>Apr '10</td><td>41</td><td>21</td></tr><tr><td>May '10</td><td>47</td><td>20</td></tr><tr><td>Jun '10</td><td>49</td><td>21</td></tr><tr><td>Jul '10</td><td>48</td><td>23</td></tr><tr><td>Aug '10</td><td>37</td><td>21</td></tr><tr><td>Sep '10</td><td>35</td><td>16</td></tr><tr><td>Oct '10</td><td>45</td><td>5</td></tr><tr><td>Nov '10</td><td>49</td><td>4</td></tr><tr><td>Dec '10</td><td>65</td><td>5</td></tr><tr><td>Jan '11</td><td>48</td><td>10</td></tr><tr><td>Feb '11</td><td>40</td><td>11</td></tr></tbody></table></div><div><p>Patients Transferred Out</p><table><thead><tr><th>Month</th><th>Other Hospitals</th><th>Rancho</th></tr></thead><tbody><tr><td>Nov '08</td><td>14</td><td>59</td></tr><tr><td>Dec '08</td><td>20</td><td>68</td></tr><tr><td>Jan '09</td><td>14</td><td>79</td></tr><tr><td>Feb '09</td><td>18</td><td>65</td></tr><tr><td>Mar '09</td><td>29</td><td>77</td></tr><tr><td>Apr '09</td><td>35</td><td>80</td></tr><tr><td>May '09</td><td>37</td><td>82</td></tr><tr><td>Jun '09</td><td>32</td><td>94</td></tr><tr><td>Jul '09</td><td>33</td><td>101</td></tr><tr><td>Aug '09</td><td>36</td><td>113</td></tr><tr><td>Sep '09</td><td>58</td><td>99</td></tr><tr><td>Oct '09</td><td>62</td><td>96</td></tr><tr><td>Nov '09</td><td>70</td><td>98</td></tr><tr><td>Dec '09</td><td>52</td><td>111</td></tr><tr><td>Jan '10</td><td>61</td><td>90</td></tr><tr><td>Feb '10</td><td>68</td><td>101</td></tr><tr><td>Mar '10</td><td>88</td><td>93</td></tr><tr><td>Apr '10</td><td>81</td><td>89</td></tr><tr><td>May '10</td><td>83</td><td>87</td></tr><tr><td>Jun '10</td><td>98</td><td>111</td></tr><tr><td>Jul '10</td><td>84</td><td>100</td></tr><tr><td>Aug '10</td><td>90</td><td>121</td></tr><tr><td>Sep '10</td><td>86</td><td>102</td></tr><tr><td>Oct '10</td><td>85</td><td>94</td></tr><tr><td>Nov '10</td><td>86</td><td>81</td></tr><tr><td>Dec '10</td><td>90</td><td>139</td></tr><tr><td>Jan '11</td><td>96</td><td>109</td></tr><tr><td>Feb '11</td><td>128</td><td>84</td></tr></tbody></table></div><p>Data was revised to reflect total # of patients (including stroke patients) referred to Rancho</p></div>	Month	ER	Inpt	Nov '08	8	27	Dec '08	10	28	Jan '09	26	29	Feb '09	32	26	Mar '09	27	24	Apr '09	34	27	May '09	27	24	Jun '09	54	14	Jul '09	59	24	Aug '09	49	26	Sep '09	52	25	Oct '09	39	25	Nov '09	50	18	Dec '09	52	20	Jan '10	33	24	Feb '10	36	24	Mar '10	49	16	Apr '10	41	21	May '10	47	20	Jun '10	49	21	Jul '10	48	23	Aug '10	37	21	Sep '10	35	16	Oct '10	45	5	Nov '10	49	4	Dec '10	65	5	Jan '11	48	10	Feb '11	40	11	Month	Other Hospitals	Rancho	Nov '08	14	59	Dec '08	20	68	Jan '09	14	79	Feb '09	18	65	Mar '09	29	77	Apr '09	35	80	May '09	37	82	Jun '09	32	94	Jul '09	33	101	Aug '09	36	113	Sep '09	58	99	Oct '09	62	96	Nov '09	70	98	Dec '09	52	111	Jan '10	61	90	Feb '10	68	101	Mar '10	88	93	Apr '10	81	89	May '10	83	87	Jun '10	98	111	Jul '10	84	100	Aug '10	90	121	Sep '10	86	102	Oct '10	85	94	Nov '10	86	81	Dec '10	90	139	Jan '11	96	109	Feb '11	128	84	
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Indicator	Definition	Data	Comments
<p>5.</p> <p>Average Length of Stay (ALOS)</p> <p>*Harris Rodde Indicator</p>	<p>LOS: The difference between discharge date and the admission date or 1 if the 2 dates are the same.</p> <p>Total LOS:</p> <p>Calculation: ALOS is the arithmetic mean calculated by dividing the Total LOS by the Total # of discharges in the monthly reporting period, rounded off to one decimal place.</p> <p>Source of Data: Affinity</p> <p>Target: <5.5 days</p>	<p style="text-align: center;">ALOS</p>  <p>*Healthcare Network ALOS - Preliminary data pending Auditor-Controller validation</p>	<p>Overall trend in ALOS for the 2-year period prior to the move reduced to a low range of 4.7 – 5.5 days in 2008. Immediately prior to the move, the ALOS increased as the lower acuity patients were transferred to other facilities. This trend may continue depending on number of transfers.</p> <p>*As of July 2010 with the consolidation of Ingleside and Hawkins, all psychiatric services are now included.</p> <p>There were 9 patients discharged in Mar, 2011 with LOS > 100. Without the effect of these 5, ALOS would have been 5.9 rather than 6.4</p>

Indicator	Definition	Data					Comments
Indicator #6 – Pediatric Metrics							
6. Pediatric Bed Census and Occupancy (%) Pediatric ICU (PICU) Neonatal ICU (NICU) Pediatric Unit Adolescent Unit	Census: The total number admitted pediatric inpatients at 12:00 AM midnight of a designated pediatric ward. Occupancy: The total number of admitted pediatric inpatients divided by the total number of licensed beds on that unit and reported as percentage. Source of Data: Affinity	Date	NICU (40 Beds)	Peds Ward (25 Beds)	PICU (10 Beds)	Med/Surg Adolescent (20 Beds)	
		Nov-08	56%	54%	50%	33%	
		Dec-08	52%	60%	60%	40%	
		Jan-09	52%	68%	70%	75%	
		Feb-09	50%	80%	80%	85%	
		Mar-09	57%	72%	70%	80%	
		Apr-09	57%	60%	60%	75%	
		Jun-09	60%	64%	60%	75%	
		Jul-09	57%	72%	60%	80%	
		Aug-09	55%	64%	60%	80%	
		Sep-09	55%	68%	70%	80%	
		Oct-09	45%	60%	60%	80%	
		Nov-09	35%	64%	70%	70%	
		Dec-09	40%	64%	70%	65%	
		Jan -10	60%	68%	70%	70%	
		Feb -10	65%	84%	80%	80%	
		Mar -10	65%	68%	60%	75%	
		Apr-10	60%	64%	60%	80%	
		May -10	67.5%	68%	80%	80%	
		Jun -10	65%	64%	70%	80%	
		Jul -10	60%	68%	80%	85%	
		Aug -10	62%	68%	60%	85%	
		Sep -10	72.5%	60%	60%	80%	
		Oct -10	60%	60%	60%	75%	
		Nov-10	67.5%	48%	50%	70%	
		Dec -10	62%	60%	50%	65%	
		Jan -11	55%	60%	70%	70%	
		Feb -11	57%	68%	80%	80%	
		Mar- 11	57%	60%	70%	75%	
		Apr-11	55%	64%	50%	75%	